

The Corporation of the City of Kawartha Lakes

Agenda

Victoria Manor Committee of Management Meeting

VMC2019-03

Monday, May 13, 2019

1:00 P.M.

Victoria Manor Boardroom

Victoria Manor, Second Floor

220 Angeline Street South, Lindsay, Ontario

Members:

Deputy Mayor Doug Elmslie

Councillor Patrick O'Reilly

Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1.	Call to Order	
2.	Adoption of Agenda	
3.	Disclosures of Pecuniary Interest	
4.	Deputations and Presentations	
5.	Approval of the Minutes of the Previous Meeting	3 - 6
6.	Business Arising from Previous Meetings	
7.	Correspondence	
8.	Reports	
8.1	Victoria Manor Operations Report to Committee of Management, March 2019	7 - 13
8.2	Victoria Manor Operations Report to Committee of Management, April 2019	14 - 20
9.	Closed Session	
9.1	Closed Minutes, Victoria Manor Committee of Management, March 18, 2019, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2	Victoria Manor Confidential Operations Report to Committee of Management, March 2019, Municipal Act, 2001 s.239(2)(b)(d)(e)	
9.3	Victoria Manor Confidential Operations Report to Committee of Management, April 2019, Municipal Act, 2001 s.239(2)(b)(d)(e)	
10.	Matters from Closed Session	
11.	Other New Business	
12.	Next Meeting	
	July 15, 2019, Victoria Manor Boardroom, commencing at 1:00 p.m.	
13.	Adjournment	

The Corporation of the City of Kawartha Lakes
Minutes
Victoria Manor Committee of Management Meeting

VMC2019-02
Monday, March 18, 2019
1:00 P.M.
Victoria Manor Boardroom
Victoria Manor, Second Floor
220 Angeline Street South, Lindsay, Ontario

Members:
Deputy Mayor Doug Elmslie
Councillor Patrick O'Reilly
Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1. Call to Order

Deputy Mayor Elmslie called the meeting to order at 1:05 p.m. Councillors P. O'Reilly and K. Seymour-Fagan were in attendance.

Executive Director Pamela Kulas, Director Rod Sutherland, Executive Assistant Holly Russett and Sienna Senior Living VP Operations and Long Term Care Sanja Freeborn were also in attendance.

2. Adoption of Agenda

VMCM2019-019

Moved By Councillor Seymour-Fagan

Seconded By Councillor O'Reilly

That the agenda be adopted as circulated.

Carried

3. Disclosures of Pecuniary Interest

There were no declarations of pecuniary interest noted.

4. Deputations and Presentations

None

5. Approval of the Minutes of the Previous Meeting

VMCM2019-020

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the minutes of the Victoria Manor Committee of Management meeting held on January 21, 2019, be adopted as circulated.

Carried

6. Business Arising from Previous Meetings

None

7. Correspondence

None

8. Reports

- 8.1 Victoria Manor Operations Report to Committee of Management, January 2019

VMCM2019-021

Moved By Councillor Seymour-Fagan

Seconded By Councillor O'Reilly

That the Victoria Manor Operations Report to Committee of Management, January 2019, provided by Sienna Senior Living, be received for information.

Carried

- 8.2 Victoria Manor Operations Report to Committee of Management, February 2019

VMCM2019-022

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Operations Report to Committee of Management, February 2019, provided by Sienna Senior Living, be received for information.

Carried

- 8.3 Report VMC2019-03 Victoria Manor 2019-2020 Quality Improvement Plan

VMCM2019-023

Moved By Councillor Seymour-Fagan

Seconded By Councillor O'Reilly

That Report VMC2019-03, "Victoria Manor 2019-2020 Quality Improvement Plan", be received; and

That the Chair of the Victoria Manor Committee of Management be authorized to sign the Quality Improvement Plan for submission once finalized.

Carried

9. Closed Session

VMCM2019-024

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, March 18, 2019 Closed

Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2) of the Municipal Act, S.O. 2001. S.25

Carried

10. Matters from Closed Session

None

11. Other New Business

It was noted that there are new Chairpersons for the Family Council. An invitation will be extended to attend a future Committee meeting.

12. Next Meeting

May 13, 2019, Victoria Manor Boardroom, commencing at 1:00 p.m.

13. Adjournment

VMCM2019-029

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Committee of Management Meeting adjourn at 2:10 p.m.

Carried



March 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: May 13, 2019

Information for the Month of: March 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for February 2019

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Resident Days	4,441	4,578	(137)	9,345	9,647	(302)
Occupancy %	95.55%	98.5%	-3.0%	95.4%	98.5%	(3.1%)
Nursing Envelope Funds	524,427	526,607	(2,180)	1,100,081	1,104,663	(4,583)
Nursing Expenses	587,451	619,408	31,957	1,243,798	1,297,811	54,013
Net Nursing Envelope	(63,024)	(92,801)	29,777	(143,717)	(193,147)	49,430
Program Envelope Funds	56,675	57,220	(545)	118,786	119,331	(545)
Program Expenses	54,508	58,785	4,277	115,796	122,227	6,431
Net Program Envelope	2,167	(1,565)	3,732	2,990	(2,896)	5,886
Food Envelope Funds	44,342	44,342	-	93,435	93,435	-
Food Expenses	44,989	44,342	(647)	100,730	93,435	(7,295)
Net Food Envelope	(647)	-	(647)	(7,295)	-	(7,295)
Accommodation Revenue	307,541	307,228	313	650,753	647,295	3,458
Accommodation Expenses						
Dietary Expenses	87,154	90,491	3,337	182,637	189,563	6,926
Housekeeping Expenses	41,791	38,415	(3,376)	85,835	83,222	(2,613)
Laundry Expenses	15,995	19,724	3,729	29,581	44,113	14,532
Maintenance Expenses	57,211	40,923	(16,288)	101,804	90,215	(11,589)
Administration Expenses	33,466	50,343	16,877	68,166	98,815	30,649

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Facility Expenses	62,839	79,762	16,923	170,236	173,174	2,938
Accommodation Expenses	298,456	319,658	21,202	638,259	679,102	40,843
Other Accommodation – NOI	9,085	(12,430)	21,515	12,495	(31,806)	44,301
Over/Under Adjustment	(61,505)	(94,366)	-	(148,021)	(196,043)	-
Net Operating Income	(52,419)	(106,796)	54,377	(135,527)	(227,849)	92,322
Capital Reserve	(12,623)	(26,761)	14,138	(25,246)	(53,522)	28,276
Net Income (Loss)	(65,042)	(133,557)	68,515	(160,773)	(281,371)	120,598

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$5K) mainly due to lower Hi-intensity claims (\$18K), lower BSO funding (\$5K), offset by higher RN FTE Funding (\$18K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$6K) due to higher agency wages (\$16K), higher RN FTE (\$18K), higher PSW wages (\$29K), higher RPN wages (\$3K), higher benefits (\$4K), offset by lower BSO wages (\$17K), lower RN wages (\$44K), and lower MDS RAI (\$3K).

Nursing Expenses – Administration: YTD Admin expenses are favorable (\$60K) mainly due to lower wages (\$18K), lower benefits (\$1K), lower high intensity costs (\$18K), lower incontinent supplies (\$1K), lower medical supplies (\$21K), lower computer expense (\$2K), offset by higher IT allocations (\$2K).

Program Revenue: YTD Program revenue is in line with budget.

Program Expenses: YTD Program expenses are favorable (\$6K) mainly due to lower wages (\$2K), lower benefits (\$1K), lower physio and exercise expenses (\$1K), and lower supplies (\$2K).

Food Revenue: YTD Food revenue is in line with budget

Food Expenses: YTD Food expense are unfavorable (\$7K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$3K) mainly due to higher preferred accommodation (\$14K), offset by lower accreditation funding (\$4K), and lower vendor support (\$7K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$3K) mainly due to higher wages (\$4K), higher supplies (\$1K), offset by lower benefits (\$1K), lower chemical and cleaning supplies (\$1K), and lower equipment expenses (\$1K).

Laundry Expenses: YTD Laundry expenses are favorable (\$15K) mainly due to lower wages (\$5K), lower benefits (\$4K), lower equipment expenses (\$5K), and lower bedding and linen (\$1K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$12K) mainly due to higher wages (\$2K), higher equipment expenses (\$3K), higher fire system (\$5K), higher landscaping and snow removal (\$17K), higher painting and decorating supplies (\$1K), offset by lower benefits (\$4K), lower building repair expenses (\$1K), lower elevator expense (\$1K), lower generator expenses (\$2K), lower heating and air conditioning expenses (\$2K), lower lighting expenses (\$1K), lower pest control (\$1K), and lower plumbing expenses (\$4K).

Administration Expenses: YTD Administration expenses are favorable (\$31K) due to lower accreditation expenses (\$1K), lower bad debt expense (\$2K), lower computer expense (\$2K), lower office equipment (\$4K), lower professional fees (\$16K), lower promotion expenses (\$1K), lower purchased services (\$2K), lower supplies (\$8K), offset by higher wages (\$2K), higher benefits (\$2K), and higher staff cost and travel (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$3K) mainly due to lower management fees (\$4K), lower gas expenses (\$7K), lower water and sewage (\$2K), offset by higher hydro expenses (\$11K).

Table 2: Year to Date Capital Expenses: February 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer		\$13,500
Roof Top HVAC Unit for 2nd Floor Offices	Planning in progress	\$18,000
Hi-Low Electric Beds	Ordered	\$9,600
Laundry Carts		\$10,000
Resident Room Furniture	Ordered	\$22,000
Interior Finishes		\$25,000

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Resident Bathroom Cabinets		\$20,376
Hot Holding Cabinet		\$15,000
Flooring		\$18,000
Totals		\$151,476

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 3 (October 2018 to December 2018) results.

Indicator	2018 Q3 Current Performance	Target
Reduce transfers to Emergency department	13.00	37.00
Improve Resident Satisfaction	94.00	89.00
Reduce Antipsychotic medications	17.40	24.00
Reduce stage 2-4 pressure ulcers	3.20	4.50
Reduce the number of falls	14.40	23.00
Reduce the number of restraints	9.60	3.10

Annual program evaluations for each program completed in March 2019. Goals and action plans were developed for 2019 to improve current performance.

Ministry of Health and Long-Term Care (MOHLTC) Compliance Orders /Inspection Findings Summary

No visits in the month of March.

Scorecard: People

Employee Engagement Survey

- 5 team members were recognized by family members and peers through the Spot A Star program

- 2019 Operational Planning has been finalized. 2019 Operating plan has been developed in consultation with all team members.
- 2019 Operating Plan initiatives include: 1) New hire orientation; 2) Leadership is Listening; 3) Access to the City of Kawartha Lakes employee website; 4) Professional development; 5) Succession planning; 6) Absenteeism reduction;

Sienna Support Services Updates

Sienna Partner Visits:

- March 7 – Quality Partner

Projects, Location Events and Other

- Connecting Ontario clinical viewer, a secure, web-based portal that provides real-time access to digital health records went live on March 19, 2019
- Health and Wellness Fair held on March 27, 2019. 15 exhibitors participated. Many community members attended.
- As a result of positive outcomes from the 2018 24 hour shift report quality improvement project, the Executive Director was asked to present the project to Sienna Clinical Partners
- As a result of the leadership team using a different approach to engage 190 team members in the home's annual 2019 operational planning, the Executive Director was asked to present the outcomes from the home's 2019 Operational Planning Week

Long Term Care Update

Occupancy (data since last report)

- 96.28% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 14 move ins and 15 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Verbal complaint received as a result of a delivery vehicle was driving too fast through the parking lot and failed to stop at the resident crossing. Complaint investigated and resolved.

Verbal complaint received as a result of reception transferring a telephone call from a family member to the incorrect extension. Family member called back, was transferred to the correct extension but was unable to reach the RPN. Complaint investigated and resolved.

Written complaint received as a result of a family not satisfied with the palliative care offered in the home. A meeting was held with the family to review and clarify concerns. Complaint has been investigated. Follow up with family complete.

Compliments Summary

Multiple cards of thanks families thanking the team for the wonderful care their loved one received.

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident and family input was used in the development of the 2019 Operating Plan.

2019 Operating Plan resident and family related initiatives include: 1) Accessible contracted service providers available in the home; 2) The Good Morning Experience; 3) Washroom and bell response; 4) Project care model; 5) Wifi access in public spaces

Resident/Family Council Updates

Resident Council will be leading education to all team members titled "Through Our Eyes". This education focuses on resident rights

A family member has agreed to take the lead of Family Council. Manager of Resident and Family Services is providing orientation and support. Next Family Council meeting May 6, 019.

Emergency Preparedness and Environmental concerns

Tested code red on March 2, 2019 days, March 17, 2019 evenings and March 10, 2019 nights.



April 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: May 13, 2019

Information for the Month of: April 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for March 2019

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	5,045	5,069	(24)	14,390	14,716	(326)
Occupancy %	98.04%	98.5%	-0.5%	96.3%	98.5%	(2.2%)
Nursing Envelope Funds	572,158	578,056	(5,899)	1,672,239	1,682,720	(10,481)
Nursing Expenses	616,659	662,375	45,716	1,860,456	1,960,185	99,729
Net Nursing Envelope	(44,501)	(84,318)	39,817	(188,218)	(277,465)	89,248
Program Envelope Funds						
Program Expenses	62,111	62,111	(0)	180,898	181,443	(545)
Net Program Envelope	58,456	62,378	3,922	174,253	184,605	10,352
Food Envelope Funds	3,655	(267)	3,922	6,645	(3,162)	9,807
Food Expenses						
Net Food Envelope	49,093	49,093	-	142,528	142,528	-
Accommodation Revenue	34,471	49,093	14,622	135,200	142,528	7,327
Accommodation Expenses	14,622	-	14,622	7,327	-	7,327
Dietary Expenses	345,961	340,068	5,893	996,714	987,363	9,351
Housekeeping Expenses						
Laundry Expenses	90,082	94,906	4,824	272,719	284,469	11,750
Maintenance Expenses	44,874	42,183	(2,692)	130,709	125,405	(5,305)
Administration Expenses	19,167	20,232	1,065	48,747	64,345	15,597

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Facility Expenses	42,962	44,003	1,041	144,766	134,218	(10,547)
Accommodation Expenses	37,410	48,999	11,589	105,575	147,814	42,238
Other Accommodation - NOI	88,331	97,659	9,328	258,567	270,833	12,266
Over/Under Adjustment	322,825	347,981	25,156	961,084	1,027,083	66,000
Net Operating Income	23,136	(7,914)	31,049	35,630	(39,720)	75,350
Capital Reserve	(33,551)	(84,585)	7,327	(181,572)	(280,628)	7,327
Net Income (Loss)	(10,415)	(92,499)	82,083	(145,942)	(320,348)	174,405

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$10K) mainly due to lower Hi-intensity claims (\$28K), lower BSO funding (\$12K), offset by higher RN FTE funding (\$27K), and higher Falls Prevention funding (\$3K).

Nursing Expenses – Direct: YTD Direct wages are favorable (\$14K) due to lower BSO wages (\$32K), lower RN wages (\$71K), lower MDS RAI (\$5K), offset by higher agency wages (\$21K), higher RN FTE (\$27K), higher PSW wages (\$38K), higher RPN wages (\$1K), and higher benefits (\$7K).

Nursing Expenses – Administration: YTD Admin expenses are favorable (\$86K) mainly due to lower wages (\$26K), lower benefits (\$2K), lower high intensity costs (\$28K), lower incontinent supplies (\$1K), lower medical supplies (\$33K), lower computer expense (\$3K), offset by higher IT allocations (\$3K), higher falls prevention equipment expenses (\$3K), and higher staff costs (\$1K).

Program Revenue: YTD Program revenue is in line with budget.

Program Expenses: YTD Program expenses are favorable (\$10K) mainly due to lower wages (\$3K), lower benefits (\$2K), lower physio and exercise expenses (\$1K), and lower supplies (\$4K).

Food Revenue: YTD Food revenue is in line with budget.

Food Expenses: YTD Food expense is favorable (\$13K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$9K) mainly due to higher preferred accommodation (\$19K), higher income from haircare (\$1K), higher prior period LTC reconciliation for 2015 (\$6K), offset by lower accreditation funding (\$5K), lower vendor support (\$10K), and lower income from foot care (\$1K).

Dietary Expenses: YTD Dietary expenses are favorable (\$12K) mainly due to lower wages (\$11K), lower equipment expenses (\$4K), lower chemical and cleaning supplies (\$1K), offset by higher benefits (\$3K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$5K) mainly due to higher wages (\$7K), higher supplies (\$2K), offset by lower chemical and cleaning supplies (\$2K), and lower equipment expenses (\$3K).

Laundry Expenses: YTD Laundry expenses are favorable (\$16K) mainly due to lower wages (\$5K), lower benefits (\$4K), lower equipment expenses (\$5K), and lower bedding and linen (\$1K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$11K) mainly due to higher wages (\$4K), higher equipment expenses (\$7K), higher fire system (\$4K), higher landscaping and snow removal (\$18K), higher painting and decorating supplies (\$2K), higher supplies (\$1K), offset by lower benefits (\$3K), lower building repair expenses (\$3K), lower elevator expense (\$2K), lower generator expenses (\$2K), lower heating and air conditioning expenses (\$5K), lower lighting expenses (\$1K), lower pest control (\$1K), lower plumbing expenses (\$4K), lower staff costs (\$1K), lower contracted services (\$1K), and lower grease trap (\$1K).

Administration Expenses: YTD Administration expenses are favorable (\$42K) due to lower accreditation expenses (\$2K), lower bad debt expense (\$4K), lower computer expense (\$3K), lower office equipment (\$6K), lower professional fees (\$19K), lower promotion expenses (\$1K), , lower collection cost (\$1K), lower purchased services (\$3K), lower supplies (\$9K), lower postage (\$1K), lower allocation (\$1K), offset by higher wages (\$4K), higher benefits (\$3K), and higher association fees (\$1K).

Facility Expenses: YTD Facility expenses are favorable (\$12K) mainly due to lower management fees (\$4K), lower gas expenses (\$4K), lower hydro expenses (\$3K), and lower water and sewage (\$1K).

Table 2: Year to Date Capital Expenses: March 2019

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Roof Top HVAC Unit for 2nd Floor Offices	Awaiting invoice	\$18,000
Hi-Low Electric Beds	Awaiting invoice	\$9,600

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Laundry Carts		\$10,000
Resident Room Furniture	Awaiting invoice	\$22,000
Interior Finishes		\$25,000
Resident Bathroom Cabinets		\$20,376
Hot Holding Cabinet		\$15,000
Flooring		\$18,000
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Scorecard: Quality

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Reduce transfers to Emergency department	13.00	37.00
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Reduce Antipsychotic medications	17.40	24.00
Reduce stage 2-4 pressure ulcers	3.20	4.50
Reduce the number of falls	14.40	23.00
Reduce the number of restraints	9.60	3.10

Continue with actions plans that were developed in February 2019.

Ministry of Health and Long-Term Care (MOHLTC) Compliance Orders /Inspection Findings Summary

No visits in the month of April.

Scorecard: People

Employee Engagement Survey

- 6 team members were recognized by family members and peers through the Spot A Star program

Sienna Support Services Updates

Sienna Partner Visits:

- April 15 – VP Operations

Projects, Location Events and Other

- Hidden doors program was featured in Sienna's connection magazine. This program has received support from artist Dagmar Pinney who held an art show on April 1 to raise funds for painting more doors. The program has been effective in reducing residents from wandering in and out of resident rooms.
- Building Services team member was selected by Sienna Senior Living to represent building services during a two day dementia program development workshop.
- During the months of April, May, June and July, all team members will attend a 7.5 hour education day. Topics include quality improvement, Through Our Eyes Resident's Rights, resident safety, lifts & transfers, emergency planning codes, code white, health and safety, incident and accident reporting, palliative care, infection control.
- Volunteer Appreciation event held on April 23. More than 100 volunteers were honoured
- College Community Choir performance was held for residents and families
- As a result of positive outcomes from the orientation program developed by the team, the Executive Director was asked to present project outcomes to a team of Sienna orientation project leads

Long Term Care Update

Occupancy (data since last report)

- 96.3% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 13 move ins and 10 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Nothing to report

Compliments Summary

Nothing to report

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident's Council meeting was cancelled in April due to the home's outbreak

Resident/Family Council Updates

Family Council meeting is scheduled for May 6, 019.

Emergency Preparedness and Environmental concerns

Tested code red on April 29, 2019 days, April 27, 2019 evenings and April 4, 2019 nights.